



USDF

Council
&

Committee

Handbook

Fifth Edition

USDF Council and Committee Handbook

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USDF Council and Committee Handbook

I. USDF MISSION STATEMENT

Dedicated to education, the recognition of achievement and promotion of dressage.

II. INTRODUCTION

USDF currently has over twenty-five volunteer councils and committees that share ideas and create programs to educate, recognize achievement and promote the sport of dressage. Their work is guided by the organic documents of USDF: the USDF Bylaws and USDF Policies and Procedures. The Bylaws, together with the Articles of Incorporation, form the “constitution” of the organization. The Policies and Procedures serve as the guidelines for implementing the Bylaws. The latest version of these documents can be found on the USDF Web site (www.usdf.org).

The councils and committees operate under the authority of the USDF Executive Board (EB) and Board of Governors (BOG), and their work is carried out with the assistance of the USDF office staff; in particular, the USDF staff coordinator or liaison that is assigned to each council/committee. The policies state that it is the duty of the EB to establish and oversee councils and committees on an ongoing basis that support the mission of USDF, and to eliminate councils and committees that are not needed.

According to the USDF Bylaws, the purpose of USDF is to promote and encourage a high standard of accomplishment in dressage throughout the United States primarily through educational programs. The objectives of USDF are:

- a. To improve the general understanding of dressage through educational clinics, forums and seminars, and to promote these and other activities to effect this goal.
- b. To assist and cooperate with local and regional dressage organizations in matters of common concern.

- c. To cooperate with the United States Equestrian Federation, Inc., the United States Eventing Association, the United States Pony Club, Inc., and other national and international organizations having an interest in training horses, riders, instructors and judges through the principles of classical dressage.
- d. To guarantee fair representation to members from all geographical areas of the United States in forming policies and in the management of the United States Dressage Federation.

The council and committee structure is the backbone of USDF. Councils and committees represent, involve and serve members, as well as provide an important training ground for future leaders. The expertise of its many volunteer leaders is invaluable to the success of the organization.

III. CATEGORIES

Council: A permanent committee consisting of a chair and regional coordinators. Most councils have a chair and nine coordinators with the exception of the GMO Council that includes a regional coordinator *per geographical designation* within the region. However, the USDF Policies and Procedures state that councils may have additional members. Councils represent regional and long-term interests within the membership and carry out the work of USDF.

The following councils are currently recognized by USDF: Adult Education, Awards, Competition Management, Competitors, FEI Junior/Young Rider, GMO, Instructor/Trainer, Nominating, Technical Delegates, and Youth.

The Bylaws state the following rules for the appointment of regional council coordinators:

- The regional director shall, after consultation with the council chairs, annually recommend to the president individuals within the respective region to serve as regional coordinators. In the event the regional director and a council chair cannot agree on the selection of a regional coordinator, both shall

submit recommendations to the president for the appointment of one of the candidates and the president's decision shall prevail. All such appointments shall be complete by January 1 of each year.

- The regional director may, after consultation with the council chair, remove an appointed regional coordinator. In the event the regional director and a council chair cannot agree on the removal of a regional coordinator, both shall submit recommendations to the president concerning the removal of any coordinator and the president's decision shall prevail.

Standing Committee: A permanent classification composed of a chair and designated committee members, who are normally appointed by the chair. There is no limit to the number of committee members that may be appointed, but chairs are advised to limit the number to approximately fifteen or fewer, in order to facilitate communication and to conduct committee business. All committees should reflect equitable geographic (regional) representation.

Standing committees make policy recommendations and undertake short-term and long-term assignments to carry out the work of USDF.

The following committees are currently recognized by USDF: Audit, Bylaws, Freestyle, Historical, Judges, Membership, ParaEquestrian, Regional Championships, Sport Horse, and Young Rider Graduate Program.

Only committee members who have agreed to serve and commit to work on the committee should be appointed. The chair bears the responsibility for contacting potential committee members. Regional directors may have suggestions for interested persons. In principle, makeup of the committee should remain unchanged for the entire year. According to USDF policy, committee members can be removed by the chair with or without cause.

Ad-hoc Committee, Special Committee or Task Force: A special committee established and appointed by the president, and approved by the EB, for a designated purpose, normally unmet by other committees or to supplement the work of other committees. Ad-hoc committees do not have permanent status. An expiration date may be stated at the time of appointment if other than an annual appointment. *Such committees report to the president and the EB.* The USDF Planning Committee has special committee status. The committee to evaluate the Awards Program is a Task Force. Such committees report to the president and EB.

Implementation Committee: Special committees may also be established from time to time by the EB for a specific purpose. Such a committee must be appointed to investigate and recommend procedures for implementing new USDF programs. An example is the Young Rider Graduate Program Committee. Implementation Committees may be considered temporary or they may be expected to supervise and review the procedures for their programs on an ongoing basis.

Contact: The USDF EB may designate an official “contact” for the organization in a specific area that does not require the direct involvement of a committee or council. The contact is responsible for providing information to USDF on a particular subject. USDF currently designates an official contact for animal welfare.

Subcommittee: Subcommittees may be appointed by council/committee chairs, as needed, or may be appointed by the president, and approved by the EB. Subcommittees are accountable to the entity that made the appointment. The Judges’ Committee has several subcommittees and All-Breeds is an EB designated subcommittee of the Sport Horse Committee. Each year, a temporary Canvassing Committee is appointed as a subcommittee of the Nominating Council to count ballots.

Board: USDF has three boards. The thirteen-member USDF EB is made up of nine regional directors and four officers. The officers are elected by the *BOG*, and the regional directors are elected by the delegates in their respective regions. The Youth Executive

Board is elected by Jr/YRs within the respective regions. The BOG consists of elected Participating Member (PM) delegates, as well as Group Member (GM) and Intercollegiate/Interscholastic Member (IM) delegates.

IV. GENERAL COUNCIL/COMMITTEE RULES AND POLICIES

1. Council/Committee chairs shall be Participating Members (**PMs**) of USDF in good standing.
2. Committee members, regional coordinators, and other appointed individuals, must either be Group Members (**GMs**), Intercollegiate/Interscholastic Members (**IMs**) or **PMs**, in good standing, of USDF. Ex-officio, honorary or advisory members are not required to be USDF members.
3. A regional coordinator must live or work in a region at least 50 percent of the year.
4. USDF membership is not required for committee or council advisors (such USEF staff). It is recommended that no more than two advisors be appointed for a council or committee.
5. All chairs, regional coordinators and committee members are appointed on an annual basis from January 1 to December 31. Otherwise, there are no limits for chairs, coordinators or committee members in the number of years they may be reappointed.
6. All appointed individuals shall tender their resignations to the president at the USDF annual convention. These resignations shall be effective December 31.
7. Appointments for coordinator and committee positions should be made with care and must be made as soon as possible after the convention, and no later than January 1. Staff liaisons should be notified by January 1 of council/committee appointments.

8. Councils and committees MUST have a wide, equitable, geographic distribution of members.
9. Individuals who are appointed to councils and committees must have experience in and/or a special interest in the work of the council/committee and be willing to serve USDF. Regardless of their membership in other organizations, their service is intended to enhance the best interests of USDF.
10. The USDF Executive Director has the authority to appoint staff liaisons and staff advisors to councils and committees as he/she sees fit. Advisors and staff liaisons serve in a non-voting capacity.
11. EB approval is required prior to the appointment of sponsors to councils/committees for which they either have previously provided sponsorship or are currently providing sponsorship. Direct sponsorship solicitation for a council/committee or USDF program by a volunteer must have prior executive director approval.
12. After coordinators and appointed committee members have accepted the invitation to serve, a letter will go out from the USDF office confirming the appointments. The letter will include the council/committee agenda and BOG report from the last convention.
13. Resignations from a USDF council or committee, prior to the end of the year, should be submitted to the regional director (for council coordinators) or the chair (for members of a committee) with a copy to the staff liaison. Vacancies during the year should be filled by the person or entity that made the original appointment. However, vacancies received on or after September 1 may remain unfilled for the remainder of the year at the discretion of the person or entity who made the original appointment.
14. Chairs, regional coordinators, committee members and appointees, and “L” Faculty and Certification Examiners are required to comply with the USDF Code of Ethics and

Conflict of Interest Policy in all USDF work. They must publicly disclose any actual or perceived conflict of interest and shall not vote on such council/committee matters. However, only the Audit, and certain other board-designated councils/committees, will be required to annually sign and submit affirmation and disclosure statements in compliance with the Code of Ethics and Conflict of Interest Policy. In addition, chairs, coordinators and committee members must agree not to use information obtained in council or committee meetings and correspondence outside their council or committee without specific permission of the chair and council/committee liaison.

15. Chairs, regional coordinators and committee members are also required to act in good faith and in accordance with what they believe to be in the best interest of USDF. They should discharge their responsibilities in a timely fashion without delegating such responsibilities to other volunteers or staff.
16. Attendance and active participation in meetings by regional coordinators and committee members is expected. Coordinators and committee members are expected to attend the annual convention, and to participate in teleconferences and correspondence throughout the year. Although no attendance requirement exists either in the bylaws or policies, members who do not attend (without adequate cause) may not be reappointed.
17. The “chain of command” for council/committee business: The council/committee reports addresses issues to the BOG for approval at the annual convention. Issues arising between meetings of the BOG must be addressed to the EB for discussion and approval.
18. The official spokesperson for a council or committee is its chair. With the chair’s permission, another council/committee member can speak on the council or committee’s behalf in meetings and to the BOG and/or EB. Issues also may be addressed to the EB through the council/committee liaison.

Statements made on behalf of a council or committee may not be made without prior communication with the chair.

19. Communication from the chair or council/committee member to USDF staff should normally be through the staff liaison unless a previously established understanding is in place with the permission of the executive director.
20. Internal communications regarding council/committee business are not to be copied to organizations or individuals outside of USDF or to corporate sponsors without the approval of the president or executive director. Formal proposals to outside organizations, such as USEF and The Dressage Foundation, must be approved by the president. Formal proposals for corporate sponsorship must be approved by the executive director. When such communication is necessary, the president must appoint someone to communicate on behalf of a committee or council with persons or organizations outside USDF (such as USEF, The Dressage Foundation), and the executive director may, at his/her discretion, appoint someone to communicate with corporate sponsors. Members may express unofficial opinions as long as they are clearly identified as personal opinions rather than official statements made on behalf of USDF or its committees or councils.
21. If a committee or council wishes to submit any material for publication, it must receive prior approval of the executive director. Web sites or other publications (i.e. online forums, publications, listserves, newsletters) representing a committee or council must be done through or with prior approval by the USDF Executive Director or the EB.
22. When a staff member creates editorial material for placement in *USDF Connection* that reflects content material under the jurisdiction of a council or committee, that editorial must be approved by the council or committee chair before it is submitted to the editorial staff.
23. When a council/committee chair or staff member, acting on behalf of a council or committee, creates editorial material for

placement in publications or Web sites outside of USDF that reflect content material under the umbrella of a USDF official communication, that material must first be approved by the executive director.

24. Written communication on council/committee business should clearly indicate who has originated the communication.
25. The USDF President shall be an ex-officio member of all councils and committees, except for the Nominating Council and Canvassing Committee.
26. The USDF President shall establish all standing councils/committees subject to the approval of the EB.
27. The USDF President shall appoint annually all council/committee chairs, subject to the approval of the EB.
28. Standing committee and council responsibilities are described in this handbook and in USDF policies. Responsibilities for Ad-hoc and Implementation committees, as well as Task Forces, are described by the president upon appointment.
29. With prior approval of the president and/or executive director, a chair may invite special consultants to serve the technical needs of the council or committee in a non-voting capacity. Prior approval must be obtained even if no expense or financial relationship is involved. All consultant financial relationships must be approved in advance by the EB.
30. On a biannual basis, the EB is required to review each council/committee's mission, goals, objectives, accomplishments, and actions.
31. The EB must develop and implement an EB policy on councils/committees, and biannually, review programs for compliance with this policy.
32. All proposals must be submitted to the EB for review and approval. In particular, the EB must review and approve

requests for significant actions, such as major capital expenditures (over \$7,500), major changes in programs/events and major membership services changes. Contracts over \$7,500 must be approved, in advance, and signed by both the USDF President and Executive Director.

33. The EB must forward appropriate proposals (including those proposed by councils and committees) to the BOG as necessary, or as prescribed in the USDF Bylaws. In practice, the USDF EB normally forwards such proposals to the BOG when they are received within a few months of the annual convention.
34. Programs voted and approved by the BOG or EB will be reviewed by a subcommittee of the EB to determine an appropriate implementation plan.
35. Councils and committees are assisted by staff liaisons, assigned by the executive director. The staff liaison also works with the chair in preparing and monitoring the council/committee budget and maintains communications in support of the council/committee's needs. The liaison furthers the business of the council/committee within approved guidelines and policies, and serves as the link between the council/committee and the executive director.
36. When a program, project or publication is budgeted for a particular council/committee, the council/committee must include support for the activity in their planned activities for the year.
37. Each council and committee is required to have a mission statement, goals and annual objectives that fall within the parameters of the overall USDF mission. Any proposed changes to the mission and goals of the council/committee MUST be approved in advance by the USDF EB and BOG (if such changes are requested at the convention). Annual objectives must be designed to include what the council/committee can accomplish during the year, within the parameters of the approved budget for the council/committee. The staff liaison cannot be expected to complete unfinished

work that was not completed on schedule by the council/committee.

V. OTHER USDF POLICIES

1. Unless another procedure is in place for a particular program, all waivers for any USDF rule or requirement must be approved by the president.
2. No person or organization shall be permitted to use the USDF logo without written permission from the USDF Director of Marketing or Executive Director.
3. Any program or project proposal which comes before the EB or the BOG should have a business plan with revenues and expenses clearly included for implementation during the current budget process.
4. Test revisions and rule changes affecting tests or score sheets used in USDF/USEF recognized competitions MUST follow the USEF test or rule change cycle (e.g. tests may change every four years to be effective on December 1, on the same cycle with USEF, and rules must normally have an effective date of December 1.) Guidelines dealing with competition based programs or rules, such as USDF Musical Freestyle Rules and Guidelines, USDF Pas de Deux Rules and Guidelines, and Quadrille Rules and Guidelines should undergo revisions in conjunction with the USEF test or rule change cycle. Rules and tests must be published and available for distribution several weeks prior to the effective date.
5. Requests for food or beverages to be provided during meetings at the USDF convention first must be approved by the USDF Executive Director. Meals or items of clothing are not eligible as budgetary items for councils/committees.
6. People who hold USDF positions such as council/committee chairs, "L" faculty members, instructor certification faculty, members and examiners who are certified instructors and "L" graduates, must be members in good standing, with no

outstanding debt to USDF or they will no longer have the privileges of those USDF positions.

7. If a financial grant is approved by USDF or its representative to fund a program or event, and the event for which the grant was awarded makes money over and above the amount of the grant, the grant money will be refunded to USDF or not awarded. This does not apply to USDF competition grants, such as the GAIG/USDF Regional Championships, or Regional Adult Team Championships.
8. Material created by an individual or individuals specifically for use by USDF or a USDF council or committee becomes the property of USDF unless a written agreement is executed between USDF and the individual(s) involved, prior to initiating development or creation of the materials, stating that the rights to the property are to be retained by one or more of the individuals named in the agreement.
9. USDF Freestyle and Pas de Deux score sheet revisions will be a project of the Freestyle Committee in cooperation with the Judges Committee. USDF Quadrille score sheet revisions will be a project of the Quadrille Subcommittee in cooperation with the Judges Committee.
10. Fees, or changes in fees, for organizing or attending USDF programs or events require approval of the EB.
11. The USDF Web site is the official Web site for all USDF programs, councils and committees. No council, committee or other entity may establish another Web site for official communications regarding USDF council/committee or program information, except that USDF regions may have their own Web sites.
12. Members of the USDF Executive Board may not chair a council or standing committee. However, EB members may chair ad-hoc, special or implementation committees, and task forces. Board members may not serve as regional coordinators, but may serve on any other committee.

13. A member of the EB may attend any closed council/committee meeting.

VI. MAJOR COUNCIL/COMMITTEE FUNCTIONS

1. Advise the EB and/or BOG on the relevant matters.
2. Present resolutions for action on policy and/or implementation of policy to the relevant council/committee, EB and/or BOG.
3. Recommend programs and projects to the EB and BOG within established policies and budget.
4. Assist the staff liaison in preparing an annual budget for the committee or council, including identifying revenue sources and estimating expenses (including administrative expenses) for programs and projects planned for the next fiscal year.
5. In accordance with the USDF Bylaws and Policies, review proposed changes to programs and projects under the jurisdiction of the council/committee, make recommendations for changes, and perform such other duties as may be specified by the council/committee goals and objectives or as may be directed by the EB.
6. Unless specifically stated in the USDF Bylaws and/or Policies, councils and committees may take no action to commit USDF to any business or contractual relationship, nor make policy. Councils/committees act in an advisory capacity to the EB and BOG.

VII. MEETINGS

1. Meetings will be held as necessary and at least once each year at the USDF annual convention. A quorum must be assured in order to conduct business and vote. Meeting notices may be sent by mail, fax and/or by email. The president and executive director must be notified of all meetings.

2. One-half of the voting members of a committee or council constitute a quorum for voting purposes.
3. All meetings will be conducted according to Robert's Rules of Order.
4. Except with EB permission, only one closed meeting may be held at the USDF annual convention. At least one open council/committee meeting must be held at the USDF convention.
5. At least ten days notice is required for a meeting unless a majority of members agree to a time for the meeting that is within ten days of the meeting scheduling request.
6. Members of councils or committees may participate in any telephonic meeting of such council/committee by means of a conference telephone or other similar communications equipment by which all persons participating in the meeting can hear each other at the same time. Participating by telephonic means shall be subject to the provisions of the bylaws for notification of members of the council/committee of such meeting and shall constitute presence in person at the meeting. Written minutes of all actions taken at such meeting shall be circulated to all members of the council/committee. The minutes must reflect that a meeting was held electronically.
7. Meetings may be tape-recorded, at the request of the chair, for assistance in preparation of the meetings.
8. Minutes should be drafted by the staff liaison as soon as possible after the meeting and reviewed by the chair prior to circulation. Ideally, this should occur within ten days of the meeting. After the chair makes changes to the minutes, the approval draft is submitted to the members within 30 days. Minutes may be approved via email or at the next scheduled meeting. A copy of the final minutes should be sent to the department director.

9. Minutes will be prepared as an executive summary. Major points should be covered as well as dissenting views. Confidential or sensitive items may be recorded separately and circulated separately only with the approval of the Executive Director. Members and guests present will be listed first, along with those members absent. "Excused" may be used for a member whose absence is unavoidable. When actions and votes are taken, the minutes must be clear as to the action and the actual vote. For example: It was moved by ____ and seconded by ____ that [description of motion]. Motion carried (unanimously, 8-2) or Motion defeated (2-8), etc. The number of abstaining votes should also be listed. At the member's request, the names of any abstaining or opposing member should be listed.
10. It is most important that the chair, with assistance of the staff liaison, develops a preliminary agenda that is circulated to all members as soon as possible before the meeting. Meetings that are not properly noticed to all members may be invalid, and become a source of controversy or confusion.
11. Emergency meetings may be held as long as all members are notified prior to the meeting, provided with an agenda, and given a chance to participate.
12. Duly appointed council/committee members are entitled to vote. Staff members, including the liaison, and staff advisors, may not vote. The chair need not vote except to break or cause ties.
13. Voting members with a vested interest, or a conflict of interest, in an agenda item are expected to declare that interest, offer to abstain, and absent themselves from the vote.
14. Persons invited in a consultant or advisory capacity may not vote. Invited guests may speak only at the request of the chair or council/committee member.
15. Alternates or proxy votes are not permitted in council/committee votes.

16. If a council/committee wishes to formulate a resolution concerning policy, it is directed to the EB or BOG for consideration and possible action. No policy resolution may be presented to the BOG without review of the EB and other affected councils/committees.
17. Travel and member expenses attributable to service to USDF are tax-deductible to the extent permitted by law. Council/committee members should consult their personal tax advisors.

VIII. JOB DESCRIPTION FOR COUNCIL/COMMITTEE CHAIRS

Early each year, the chair of each council and committee will receive a letter from the USDF Vice-President regarding the responsibilities associated with his/her particular council/committee. Included in the letter will be (1) a generic job description for council/committee chairs, and (2) a list of specific projects approved by the council/committee for work during the year.

Contact information for the council/committee liaison is also provided, as well as a copy of the council/committee report to the BOG during the last annual convention.

Following is a list of duties expected of council/committee chairs:

1. Guide the business of the council or committee. Convene meetings as necessary; direct the process of council/committee meetings and monitor activities of subcommittees.
2. Serve as council/committee spokesperson to the EB and BOG, attend BOG meetings, and work with the staff liaison to ensure the council/committee accomplishes its mission, goals and objectives.
3. Chairs of standing committees are responsible for contacting prospective committee members, and issuing the invitation to

serve. Council member (regional coordinator) invitations are issued by regional directors. While it may be advisable to request assistance from the staff liaison to determine, if the prospective member is a member in good standing of USDF, it is not normally the responsibility of staff members to issue an invitation to serve. For special or ad-hoc committees, or a task force, the invitation to serve may be issued by the president.

4. Communicate with your regional coordinators (if applicable) or committee members quarterly. Communications should include progress on the council or committee's work during the year. Send a copy of all written communications to the USDF office liaison for transmission to the EB. Most communications can be informal in nature, and most councils/committees communicate often through email. However, the liaison should be copied on emails and other forms of written communication (faxes or letters), and members who do not have email should receive all important correspondence. If necessary, the liaison can arrange teleconference meetings during the year to discuss council/committee business. If teleconferences are desired, the meetings must be properly noticed and arranged at a time most convenient to the majority of members. The council/committee may be asked to vote on important issues via mail, email or faxed ballots, as well as during teleconference meetings.
5. Communicate (at least) monthly with your liaison in the USDF office. Seek input on all of the council or committee's work from the liaison, and keep the liaison informed of all council or committee work.
6. Send a written report on the council or committee's activities, concerns, problems or development to the USDF office for both the spring and fall EB meetings (see timeline below). Your liaison can help with the reports and a template for the report is sent to the chair (normally by e-mail) prior to the deadline for submission. The template for the spring and fall EB reports normally includes: name of council/committee, name of chair, name of liaison, current council/committee

members, mission, goals, current year's objectives, progress to date (for the spring meeting), current year's accomplishments (for the annual convention), proposed or approved goals for the next year, and an agenda for open/closed meetings (for the annual convention). Program/project proposals or requests for changes MUST be attached to reports.

7. The chair is responsible for providing an agenda for all meetings, including the convention and teleconferences, and conducting the meetings. The liaison should be present in all meetings to take the official minutes.
8. The chair is responsible for preparing a description of the council or committee's planned activities and projects for the next fiscal year (April 1 – March 31) to assist the liaison in preparing budget requests for the budget that will be approved at the annual convention. Any items that are proposed must have received a vote of approval by a quorum of the council/committee in a properly noticed meeting. During council/committee meetings held at the convention, changes can be made to planned activity and project proposals. Please inform the liaison of any changes and plan to attend the council/committee budget meeting with the EB, where new plans will be discussed. Any changes to prior budget requests must be approved by the EB and BOG.
9. Chairs are responsible for preparing a short, standardized, written report of their council or committee activities, including actions taken at the annual convention, for the BOG meeting. A short oral report is required for the BOG. (See details below.)
10. Chairs should contact their staff liaisons after both the spring and fall EB meetings to discuss any issues that may affect the council/committee, or questions regarding submitted reports.
11. Chairs or designated council/committee members are expected to contribute articles to one or more issues of *USDF Connection* annually. Information on program requirements, successful programs organized by GMOs, etc., are appropriate

to help the council/committee promote its goals to the USDF members, and increase program participation. The liaison will assist in developing ideas for articles and keep the chair informed as to assigned publication dates and submission deadlines.

12. Council chairs should communicate with regional directors regarding coordinator appointments. Committee chairs may request recommendations from regional directors or officers regarding appointments.
13. Chairs will not communicate USDF council/committee business to organizations outside of USDF (such as USEF and The Dressage Foundation), without prior approval of the president. Chairs will not communicate USDF council/committee business to corporate sponsors without prior approval from the executive director.

The council/committee chair letter sent early each year will also contain specific information on council/committee expenses and budgets. Budget and reimbursement policies include:

1. Reasonable expenses for telephone calls and postage related to work for a council or committee *may be* reimbursed by USDF after submission of a written request, accompanied by receipts and documentation of expenses. Such requests must be approved, *in advance*, by the executive director. If you are uncertain as to what is reasonable, please contact the USDF office before incurring the expense.
2. Program or project budgets may not include reimbursement for travel or printing/copying expenses or fees for members of the council and committee. Other than expenses for telephone calls or postage, as mentioned above, other reasonable expenses *may* only be reimbursed if approved, in advance, by the executive director or EB.

IX. ANNUAL TIME LINE FOR COUNCIL AND COMMITTEE CHAIRS

1. **Monthly:** Communicate monthly with your liaison in the USDF office. Seek input on all of your council/committee's work from your liaison, and keep the liaison informed of all council/committee work.
2. **Quarterly:** Communicate with your regional coordinators (if applicable) or committee members. Communications should include progress on the council/committee's work during the year. Send a copy of all appropriate written communications to the USDF office liaison for transmission to the EB.
3. **Due January 1:** Chairs finalize committees and regional directors finalize regional coordinators for councils. Notify liaisons of new members.
4. **Due March 1:** Staff will start the annual budget process with council and committee chairs, thirteen months prior to its implementation date of April 1, of the following calendar year.
5. **Due March 29:** Send a written report on your council/committee's activities, concerns, problems, or developments since the last annual convention to your liaison at the USDF office for the USDF Spring Executive Board Meeting.
6. **Due April 15:** Inform liaison of meeting room needs for the annual convention. How many needed (one or two, and if open or closed).
7. **Due September 1:** Send to your liaison a declaration of your wish to continue or discontinue as chair. These are forwarded to the president to be utilized in making appointments for the following year.
8. **Due September 15:** Inform USDF of any equipment needed for the annual convention – e.g., overhead, video equipment, etc.

9. **Due September 15:** Work with your liaison to complete a budget for the next fiscal year (April 1- March 31). All foreseeable council and committee budget requests for the next fiscal year must be received by the USDF office by September 15.
10. **Due October 1:** Send to your USDF office liaison an agenda for your council/committee meeting(s) at the annual convention.
11. **Due October 1:** Send a written report on your council/committee's activities, concerns, problems, or development to the USDF office for the annual convention. You will receive a standardized template from the office for this purpose.

December at the Annual Convention:

12. **December:** Attend the council/committee chair orientation meeting.
13. **December:** Conduct your council/committee meeting(s) at the annual convention.
14. **December:** Attend the budget meeting with the EB and other council/committee chairs. Present any budget revisions to the EB (prior to the BOG Meeting).
15. **December:** Prepare, with your liaison, a short, standardized, written report of your council/committee's activities, including actions taken at the annual convention and goals for the coming year, for the USDF Board of Governors (BOG) meeting. This report will be included in the handout that convention delegates receive before the first BOG session.
16. **December:** Present an oral report to the BOG on those items that require approval.

X. CONVENTION RESPONSIBILITIES AND BOG REPORTS

USDF will schedule a council/committee chair orientation session at the beginning of each year's convention. Chairs should plan to attend this meeting. This is an opportunity to ask questions and find out about important information needed to properly conduct council/committee business at the convention.

Chairs bear the responsibility to proof and sign off on liaison printed reports (from both closed and open meetings). The chair must meet with the staff liaison to determine when the report is to be typed and should be sensitive to the fact that the liaison may be responsible for more than one council or committee. Chairs are responsible to read, check for accuracy, make any corrections and sign off on the report prior to distribution to the BOG. The report is the official minutes of the council/committee meetings and must be an accurate account of the discussion and actions taken during all meetings, including motions that will go before the BOG.

The *approval process for proposals that require BOG approval is as follows: First, items are voted upon in council or committee meetings. They must have approval of the majority (i.e., a quorum) of voting members to go forward. After council or committee approval, the same items go to the BOG for approval.

All new programs, proposals and budget items (any program likely to involve expense even if the exact monies have been determined in your meetings) must be presented to the EB in the "Meeting for Council/Committee Chairs." This is a closed meeting and attendance of chairs is required. If the chair wishes, they may have an expert (council coordinator or committee member) attend to help explain an issue. Check the convention schedule for the time and location of this meeting.

Note that some projects and proposals must have joint approval by other councils and committees prior to EB or BOG approval. For instance, awards proposals must be sent to the Awards Council for approval, and, if approved, the Awards Council will present the proposal to the BOG in its report.

* See USDF Executive Board Policy on Council/Committee Proposals (Section XIII, below) for detailed requirements for program/project proposals, noting that such proposals MUST be presented in writing to both the EB and council/committee members prior to BOG approval.

When addressing the BOG, the entire written report should not be read, as printed copies will be available for all in attendance. It is important to be efficient due to the large number of reports requiring approval. However, any new program items or changes to existing programs should be explained in sufficient detail for the delegates to understand what they are voting on. The chair or his designee should be prepared to draw delegates' attention to the written report and answer any questions. Each proposal or significant change to an existing program should be approved one at a time. After explanation and any discussion, the person giving the report should request a motion for approval, a second and then a vote (all in favor/any opposed). Finally, the entire report requires BOG approval. Conclude with a request for a motion for approval of the report (and again call for a second, vote: all in favor/any opposed).

Chairs are cautioned NOT to include any items not approved during their council/committee meetings in either the written or verbal reports.

The template for BOG reports is as follows:

Name of Council or Committee

Chair:

Liaison:

Council/Committee members:

Mission:

Goals:

Approximate number in attendance at open and closed meetings:

Current year's accomplishments:

Report from the open/closed meeting(s):

Next year's objectives:

New budget requirements:

Motions to come before the BOG:

Program/project proposals or requests for changes MUST be attached to the report. (See detailed description in Section XI, below.)

XI. FORMAT AND CRITERIA FOR PLANNING GOALS AND WRITING REPORTS

Mission, Goals and Annual Objectives:

Each council and committee is required to have a mission statement, goals and annual objectives that fall within the parameters of the overall USDF mission statement and the specific mission of the council/committee. The mission and goals of a council or committee are established and approved when the council/committee is initially approved by USDF. The mission and goals should not change from year to year. However, the addition of new programs or functions could necessitate a change both to the mission and goals. Changes recommended to the EB or BOG must have the approval of a quorum of the council/committee. *Any proposed changes to the mission and goals of a council/committee MUST be approved in advance by the USDF EB and BOG (if such changes are requested at the convention).*

Annual objectives must be designed to include what the council/committee can reasonably expect to accomplish during the year, within the parameters of the approved budget for the council/committee. Objectives may change from year to year. However, if programs or projects are ongoing and require annual council/committee involvement, objectives for those programs/projects may stay the same. Annual objectives MUST be listed for all work that is planned during the year, including ongoing programs and projects.

It is recommended that both goals and objectives be limited to reasonable and achievable numbers. Normally a council/committee should have from three to six goals, and no more than six annual objectives, unless the council/committee is very active and includes subcommittees who can take on more work. Each goal should be clearly written, easily understood and must directly relate to the mission of the council/committee. Each annual

objective not only should relate specifically to work planned during the year, but also to a specific goal of the council/committee. Annual objectives should be recommended by the chair and approved by the council/committee.

Three reports are required from each council/committee during the year and must be prepared or approved by the chair. The timeline for each report is listed in Section IX. A reminder and a template for each report will be provided to you by your council/committee liaison. Following is a list of the required reports, as well as the format and content for each:

Spring Executive Board Report

Name of Council or Committee

Chair:

Liaison:

Council/Committee Members: *List names with states in parenthesis*

Mission:

Goals:

Current Year's Council/Committee Objectives:

Progress to Date: List what your council/committee has accomplished during the first part of the year. Also list any questions you have of the EB. Share concerns and plans for the rest of the year.

**Proposals for new projects or programs must be attached if review or approval is requested. If immediate approval is requested, a complete business plan should be attached.*

Fall Annual Convention Report

Name of Council or Committee

Chair:

Liaison:

Council/Committee Members:

Mission:

Goals:

Current Year's Council/Committee Objectives:

Current Year's Accomplishments: *This can be in paragraph, list or outline format. This is an important way to share your council/committees accomplishments to the membership. This can be between one paragraph and a few pages.*

Next Year's Objectives: *Should include the work that is planned for the next year.*

Meeting Agenda: *May include separate agendas for open and closed meetings.*

*Proposals for new projects or programs must be attached if review or approval is requested. *If immediate approval is requested, a complete business plan should be attached.*

Board of Governors Report

Name of Council or Committee:

Chair:

Liaison:

Council/Committee Members:

Mission:

Goals: (optional for this report)

Next Year's Objectives: *Should include the work that is tentatively planned for the next year, pending final approval by the council/committee when it meets at the convention.*

Number in attendance at open meeting:

Number in attendance at closed meeting: (if held)

Current Year's Accomplishments: *Same or condensed version of fall report.*

Items discussed at open meeting: *Includes a summary of the discussion and any actions (votes) taken by the council/committee. This summary serves as the official minutes of the meeting.*

Items discussed at closed meeting: *Includes a summary of the discussion and any actions (votes) taken by the council/committee. This summary serves as the official minutes of the meeting.*

Next Year's Objectives: *Should include the work that is planned*

for the next year. This may be the same list as submitted with the fall report, or may be amended with approval of the council/committee.

New Budget Requirements: Include requests that were NOT included on the treasurer's draft budget, prior to convention. However, new budget requests listed here MUST have been approved by the EB in its Council/Committee Budget meeting held prior to the BOG.

Motions to come before the BOG: List separately each motion for program or project changes or new proposals that require EB approval. Each motion listed here MUST have had a vote of approval by a quorum of the council/committee.

**Proposals for new projects or programs must be attached if review or approval is requested. If immediate approval is requested, a complete business plan should be attached.*

XII. PROGRAMS AND PROJECTS

1. In principle, USDF programs should be structured to be financially self-supporting.
2. A committee or council program, where projected expenses exceed revenue, should demonstrate that the benefits justify the costs and receive approval from the EB.
3. All programs should be designed to meet the mission of USDF and the mission and goals of the council/committee and USDF. Be aware of a realistic timeline for the implementation of any new program. Remember that timeliness of distribution of information is crucial to the success of USDF programs.
4. Councils and committees must work with their staff liaisons in preparation of an annual budget for their council/committee. Revenue sources and expense estimates (including the administration expenses involving USDF staff or outside personnel) must be determined, and a timeline for completion of a project must be provided.

5. The EB directs all council and committee chairs to (1) prioritize funding requests, and (2) assure that the necessary support is available to accomplish the goals for the planned projects in the coming year. To that end, chairs who will be making budget requests during the annual convention must meet with the USDF Treasurer and chair of the Audit Committee before the budgeting meeting with *the EB*. Check with the registration desk to determine their availability.
6. New and revised programs and projects that are approved by either the BOG or EB will be reviewed by a subcommittee of the EB to determine an appropriate implementation plan. The President will appoint the Implementation Committee, with EB approval. No new programs may take effect until the beginning of the next year, or awards year, as appropriate. (Exception: Minor adjustments to programs that are not award based may be permitted.) The Implementation Committee is normally made up of the chair or his/her representative, the staff liaison for the proposed program, and a member of the EB. Implementation Committee assignments will be made after the annual convention.
7. Programs which have been approved and accepted by the BOG should be available for implementation in any region by responsible USDF GMOs, or by members, with the approval of the regional director and the appropriate regional coordinator or council/committee chair.
8. There shall be an initial program registration fee for USDF programs held at a local level, which require USDF administrative assistance. Junior/Young Rider Team Championships are exempted.
9. Participating Membership (in good standing) of USDF is required for participation in several USDF programs, including:
 - Participants in Certification Instructor Workshops and Pre-certifications
 - Instructor Certification Testing Candidates

- Certification Examiners
 - Certified Instructors (non-renewal of membership will result in removal of Instructor's name from all USDF lists for any period of lapsed membership.)
 - USDF Judge's Forum participants (excluding those forums specifically required to maintain USEF Judge license)
 - "L" Education Program For Judge Training session and testing participants (excluding auditors)
 - Faculty for "L" Education program For Judge Training
 - Graduates of the "L" Education Program for Judge Training (non-renewal of membership will result in removal of graduate's name from all USDF lists for any period of lapsed membership.)
 - Dressage participants representing the U.S. in the North American Junior Championship (NAJC) or North American Young Riders Championship (NAYRC).
 - ***USDF/USEF Young Rider Graduate Program***
10. Any individual in arrears on fees or dues to USDF, its regions, or Group Member Organizations may not participate in USDF programs. USDF must be notified if an individual is in arrears to a region or GMO and will determine if the nature of the delinquency constitutes a violation of this policy.
11. USDF Sanctioned Programs:
- Permission to advertise a clinic, forum, competition or other dressage program as USDF "sanctioned" must be applied for in writing directly to USDF.
 - The application should identify the sponsoring organization, principal organizer(s), and name, address, and telephone number of an authorized contact person. An outline of the proposed dressage program's purpose, schedule and budget should accompany the application, along with any other pertinent information.
 - A Group Member Organization (GMO), Intercollegiate/ Interscholastic Organization (IMO), USDF Region, USDF Council/Committee or other USDF-approved organization

must be designated as the sponsoring organization of a USDF sanctioned program.

- All USDF sanctioned programs should be structured to be financially self-supporting. All individuals or organizations other than the sponsoring organization that may benefit financially (or in any other material way) from the proceeds of the event must be identified in the application. A complete financial report is to be submitted to USDF within a designated time of the program's end, for programs receiving direct financial support from USDF. Specific financial reporting requirements will be listed in the application criteria for each program.
- A nominal fee may be charged for USDF sanctioned program organizer guidelines that are available free of charge on the USDF Web site.
- All USDF sanctioned programs and competitions are required to carry at least \$1 million insurance liability coverage which sites USDF as an "additional insured." Proof of insurance must be provided to USDF at least two weeks prior to the program, or as mandated by program guidelines and must include the competition name, date, and number. The fee for failure to submit to USDF a certificate of insurance for at least \$1,000,000 is \$100.

12. Councils and committees should produce, and update as needed, guidelines for the conduct of USDF programs, including the following:

USDF Administered Programs:

- a. Awards
- b. FEI Junior/Young Rider Clinic Series
- c. USDF Adult Clinics
- d. Judge Seminars
- e. Trainers Conferences (National and FEI)
- f. USDF National Symposium
- g. Qualifying and Selection Criteria for NAJC and NAYRC
- h. Dressage Technical Delegate Apprentice Program
- i. USDF Certified Instructor Testings
- j. Young Rider Graduate Program

- k. Youth Arts and Creativity Contest
- l. Youth Convention Scholarship Program
- m. Dover Medal Program
- n. *USDF nomination to the USEF Youth Sportsman's Award*

USDF Competitions:

- a. USDF Regional Dressage Championships
- b. USDF Breeders' Championship Series
- c. USDF Youth Regional Team *Competitions*
- d. USDF Adult Regional Team Competitions

USDF Sanctioned Programs hosted by regions, GMOs or other organizations for which USDF provides guidelines:

- a. Instructor Certification
- b. Instructor Workshops
- c. Pre-Certification Clinics
- d. Sport Horse Seminars
- e. Sport Horse Handler's Clinics
- f. "L" Education Program For Judge Training
- g. High School Dressage Club Program
- h. USDF Continuing Education Program for Judges and USDF "L" Graduates
- i. *USDF University*
- j. *Adult/Youth Camps*

USDF Programs, not-sanctioned, hosted by regions, GMOs or other organizations for which USDF provides guidelines, but which are not USDF sanctioned:

- a. Shining Star Program

XIII. USDF EXECUTIVE BOARD POLICY ON PROGRAM PROPOSALS

- 1. Council/committee programs or projects should be designed to meet the mission of USDF and the mission and goals of the respective council or committee.

2. All council/committee proposals for new projects or programs, or revisions to current programs, must have the input and recommendation of the council/committee. Council/committee minutes must reflect approval by a quorum of the council/committee, after review of the proposal and a draft budget.
3. All council/committee proposals for new projects or programs, or revisions to current programs, must include a budget to identify revenue sources, estimated expenses (including administrative expenses), and a suggested timeline for implementing the program or completing the project.
4. Council/committee programs and projects should be designed to utilize GMOs, if appropriate, and volunteers to the fullest extent possible.
5. All council/committee proposals for new programs and projects, or revisions to current programs must be submitted to the EB for approval through the respective chair or staff coordinator/liaison for the council/committee that will be responsible for the program or project.
6. Council/committee program and project proposals or revisions, where budgeted expenses may exceed revenues, should demonstrate that the benefits justify the cost, and must receive approval from the BOG.
7. New and revised programs and projects that are approved either by the BOG or EB will be reviewed by an Implementation Committee appointed by the President, and approved by the EB, to determine an appropriate implementation plan. The implementation process for a new program or project may take up to one year after the program was initially approved. The Implementation Committee should have from five to seven members, including members of the EB, the staff coordinator for the program/ project, and members of the council or committee responsible for the program/project.

8. In cases where the Implementation Committee determines that the program or project cannot be implemented in its original form, due to excessive costs or other factors, a revised format for the program or project must be recommended to and reviewed by the EB. Final approval of any changes to the originally approved format must be presented for approval to the Board (either EB or BOG) that originally approved it.

XIV. UNITED STATES DRESSAGE FEDERATION, INC.
CODE OF ETHICS AND CONFLICT
OF INTEREST POLICY

ARTICLE I
PURPOSE AND INTRODUCTION

Both the volunteers and the staff of the United States Dressage Federation (“USDF” or the “Corporation”) have an important responsibility to maintain a high standard of ethical behavior when conducting the affairs of the Corporation. A primary purpose of the conflict of interest policy is to protect the interest of the Corporation when it is contemplating entering into a transaction or arrangement that might benefit the private interest of a director, voting delegate, council or committee member, or employee of the Corporation.

Furthermore, because the appearance of impropriety can be just as damaging as actual impropriety, conduct, which appears to be improper, also is unacceptable. (See definitions below.) Accordingly, volunteers, and staff are required to comply with the following USDF Code of Ethics when representing or participating in USDF activities or events:

1. Conduct all dealings with honesty and fairness.
2. Respect the rights of all employees to fair treatment and equal opportunity, free from discrimination or harassment of any type.
3. Know, understand and comply with the laws, regulations, and codes of conduct governing the conduct of USDF competitions and business.

4. Ensure that all transactions are handled honestly and recorded accurately.
5. Protect the confidentiality of information that belongs to the Corporation, our donors, sponsors, suppliers, fellow volunteers and staff.
6. Respect the confidentiality appropriate to issues of a sensitive nature.
7. Avoid conflicts of interest, both real and perceived.
8. Never use Corporation assets or information for personal gain.
9. Recognize that even the appearance of misconduct or impropriety can be very damaging to the reputation of the Corporation and act accordingly.

This policy is intended to supplement but not replace any applicable state laws governing conflicts of interest applicable to nonprofit and charitable corporations.

ARTICLE II DEFINITIONS

1. INTERESTED PERSON

Any director, voting delegate, council or committee member, or staff member, who has a direct or indirect financial, material or personal interest, as defined below, is an interested person.

2. FAMILY

USDF defines “family” for these purposes as follows: spouse, parent, child or spouse of a child, brother, sister, spouse of a brother or sister, a cohabiting companion, or any other individual with a significant familial or familial-like relationship.

3. CONFLICT OF INTEREST

USDF defines a conflict of interest as any personal or financial (both direct and indirect) relationship including relationships of family members (see definition above) that could influence or be perceived to influence an interested person’s objectivity when

representing or conducting business for, or on behalf of, USDF. USDF defines a substantial appearance of a conflict of interest as whenever others may reasonably infer from the circumstances that a conflict exists.

4. FINANCIAL INTEREST

A person has a financial interest if the person has, directly or indirectly, through business, investment or family:

- a. an ownership or investment interest in any entity with which the Corporation has a transaction or arrangement, or
- b. For staff: a compensation arrangement with any entity or individual with which the Corporation has a transaction or arrangement, or
- c. For volunteers: a compensation arrangement with the Corporation or with any entity or individual with which the Corporation has a transaction or arrangement, or
- d. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Corporation is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are substantial in nature.

5. INAPPROPRIATE HOSPITALITY OR GIFT GIVING

USDF defines inappropriate hospitality as the offering or receiving of accommodations, event tickets, entertainment, meals or other similar personal benefits except as specifically provided for by applicable policies. Inappropriate hospitality or gift giving between individuals can also create a conflict of interest. Similarly, USDF prohibits the receipt or giving of personal gifts except for items of nominal value such as hats, pins, etc. unless specifically provided for by applicable policies.

ARTICLE III PROCEDURES

1. DUTY TO DISCLOSE

In connection with any actual or possible conflict of interest, an interested person must disclose the existence and nature of his or her financial or other interest to the appropriate USDF entity considering the proposed transaction or arrangement. Because the appearance of impropriety can be just as damaging as actual impropriety, conduct that appears to be improper must be disclosed so that the appropriate USDF entity may determine whether such substantial appearance of a conflict is deemed to be a prohibited conflict of interest.

2. DETERMINING WHETHER A CONFLICT OF INTEREST EXISTS

After disclosure of a financial or material interest, the interested person shall leave any board, council, committee or staff meeting while the financial or material interest is discussed and voted upon. An interested party also must abstain from voting and from seeking to influence the vote on any matter related to the person or concern if the relationship is not approved. An individual must recuse himself/herself from participating in a USDF activity giving rise to a substantial appearance of a conflict of interest unless and until it is deemed by the appropriate USDF entity that no conflict exists. In the case of volunteers, the remaining Board, council or committee members, or where appropriate, the EB, shall decide if a conflict of interest exists. In the case of staff, the executive director shall determine if a conflict of interest exists.

This code serves as a framework for ethical conduct but does not cover every situation. If you are unclear about the requirements of this code, please consult the president or executive director of the Corporation.

3. PROCEDURES FOR ADDRESSING A FINANCIAL CONFLICT OF INTEREST

- a. After exercising due diligence, the board, council or committee shall determine whether the Corporation can obtain a more advantageous transaction or arrangement with reasonable efforts from a person or entity that would not give rise to a conflict of interest.
- b. If a more advantageous transaction or arrangement is not reasonably attainable under circumstances that would not give rise to a conflict of interest, the board, council or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Corporation's best interest and for its own benefit and whether the transaction is fair and reasonable to the

Corporation and shall make its decision as to whether to enter into the transaction or arrangement in conformity with such determination.

4. VIOLATIONS OF THE CODE OF ETHICS OR CONFLICT OF INTEREST POLICY

- a. Any person who violates or condones the violation of the Code of Ethics is subject to disciplinary measures, which may include termination of membership, employment, and expulsion from the board, council or committee.
- b. If the board, council, committee or staff director has reasonable cause to believe that a member or employee has failed to disclose an actual or possible conflict of interest, the appropriate entity shall inform the member or employee of the basis for such belief and afford the individual an opportunity to explain the alleged failure to disclose.
- c. If, after hearing the response of the member or employee and making such further investigation as may be warranted in the circumstances, the board, council, committee or staff director determines that the member or employee has in fact failed to disclose an actual or possible conflict of interest, the

appropriate entity shall take appropriate disciplinary and corrective action.

ARTICLE IV RECORDS OF PROCEEDINGS

The minutes of the executive board and all councils or committees shall contain:

- a. the names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the board's, council's or committee's decision as to whether a conflict of interest in fact existed, and
- b. the names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection therewith.

ARTICLE V COMPENSATION COMMITTEES

A voting member of any council or committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Corporation for services is precluded from voting on matters pertaining to member's compensation.

ARTICLE VI ANNUAL STATEMENTS

Each EB member, Audit Committee member, other Board-designated council or committee member, "L" Faculty and Certification Examiners, and staff who holds a director or liaison position, shall annually, at the time of the annual convention, sign

a Disclosure and Affirmation Statement and a Conflict of Interest Disclosure Statement which affirms that such person:

- a. has received a copy of the code of ethics and conflict of interest policy,
- b. has read and understands the policy,
- c. has agreed to comply with the policy, and
- d. understands that the Corporation is a charitable organization and that in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.
- e. Has disclosed financial, business or personal relationships, positions, or circumstances which may present an actual or perceived conflict of interest with the Corporation.

Other council or committee members, voting delegates or employees of the Corporation are not required to complete a Disclosure and Affirmation Statement or a Conflict of Interest Disclosure Statement. However, all such individuals are required to read and otherwise comply with this Code of Ethics and Conflict of Interest policy, and to abstain from voting and from seeking to influence a vote or decision on any matter related to an actual or perceived conflict.

After acceptance of any volunteer or staff position with the Corporation, compliance with this code of ethics and conflict of interest policy is expected regardless of the timely filing of required affirmation or disclosure statements.

ARTICLE VII PERIODIC REVIEWS

To ensure that the Corporation operates in a manner consistent with its charitable purposes and that it does not engage in activities that would jeopardize its status as an organization exempt from federal income tax, periodic reviews shall be conducted. The

periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, and are the result of arm's-length bargaining.
- b. Whether agreements with employees and third party payers further the Corporation's charitable purposes and do not result in inurement or impermissible private benefit.

ARTICLE VIII USE OF OUTSIDE EXPERTS

In conducting the periodic reviews provided for in Article VII, the Corporation may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the board of its responsibility for ensuring that periodic reviews are conducted.

ARTICLE IX STAFF EMPLOYMENT OR VOLUNTEER SERVICES OUTSIDE OF USDF

In addition to the stipulations listed above which are pertinent to staff, staff members have additional responsibilities to the Corporation when contemplating entering into a paid or volunteer position associated with a USDF-recognized competition or activity, or USDF-related business. Employees must sign a USDF Employee Conflict of Interest Disclosure Statement yearly and abide by the conflict of interest guidelines described in the USDF Employee Handbook.

Notes

Notes



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